

ANNUAL REPORT

1st July 2025 – 30th June 2026





Bundaberg Tourism respectfully acknowledges the Taribelang Bunda, Gooreng Gooreng, Gurang, Bailai and the Wakka Wakka and Auburn Hawkwood (Wulli Wulli) Peoples as the Traditional Custodians of the precious land, water and sea country on which we all love to work, live and play.

And we pay our respects to Elders past, present and emerging and look forward to working with all First Nations People in the Bundaberg North Burnett region in sharing culture through tourism, in the spirit of mutual respect and reconciliation.

Tourism is ultimately about respect for place: the stories, landscapes, culture and communities that make a region meaningful. This FY26 Annual Report is delivered in the spirit of stewardship, collaboration and shared responsibility for the places, people and stories that make the Bundaberg and North Burnett region special.

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OUR ORGANISATION

Established in 1971, Bundaberg Tourism is the region's official Regional Tourism Organisation and destination management organisation, working to grow a strong, sustainable and resilient visitor economy across the Bundaberg and North Burnett regions, on the Southern Great Barrier Reef.

We are an independent, not-for-profit, membership-based organisation that brings together industry, government and community to shape the future of our destination. Our role extends well beyond destination marketing. We provide strategic leadership, build industry capability, support experience and product development, attract investment, advocate for the needs of the visitor economy and connect our region to relevant state, national and international markets.

As the recognised Regional Tourism Organisation for the Bundaberg Region, and through our growing partnership with the North Burnett, we work across all levels of government, Tourism and Events Queensland, industry and community partners to ensure tourism contributes positively to our economy, our communities and the places we call home.

Our work is grounded in a simple principle: a successful visitor economy should create value not only for visitors, but for the people, businesses and communities of our region.

From building destination demand and supporting local businesses, to strengthening accessibility, sustainability, workforce capability and investment, Bundaberg Tourism brings together the entire visitor economy ecosystem, connecting strategy with action and opportunity with outcomes.

At our heart, we are a partnership organisation. We exist to bring people together around a shared ambition for the destination and to turn that ambition into meaningful, measurable impact.

In 25/26 the organisation delivered activities across three strategic focus areas:

Destination Experience and Industry Development:

Creating unforgettable visitor journeys through empowered industry, inspired locals and connected experiences.

Strategic Partnerships and Advocacy:

Positioning the Bundaberg and North Burnett regions as a high-value visitor economy through collaboration, evidence, advocacy and strong governance.

Destination Brand and Marketing:

Building a powerful, consistent identity that inspires visitation, earns trust and drives conversion to industry.

FUNDING PARTNERS

Bundaberg Tourism has been supported by dedicated funding from local and state government partners.



Queensland Government



OUR PURPOSE AND ROLE

We create value through the visitor economy.

Bundaberg Tourism brings together destination leadership, marketing, industry development, partnerships and advocacy to grow a visitor economy that benefits our region, industry and communities.



Our role changes depending on the opportunity.

Across the visitor economy, we may **lead, deliver, partner, influence or advocate** - always with the same objective: creating positive outcomes for our destination, our businesses and our communities across the Bundaberg and North Burnett region.

MESSAGE FROM THE CHAIR

As we close another successful year for Bundaberg Tourism, I am proud to reflect on a period marked by progress, partnership, and a clear focus on the future of our visitor economy.

The past twelve months have seen our organisation continue to deliver on its purpose of growing a sustainable visitor economy that benefits our businesses, communities, and natural environments. Working alongside industry, local government, and state government partners, Bundaberg Tourism has strengthened its role as both a destination leader and an advocate for regional prosperity.

During the year, we advanced several initiatives that will shape the future of tourism across the Bundaberg and North Burnett region. From the development of our Destination Management Plan and First Nations Tourism Action Plan, to investment attraction activities, accessible tourism leadership, and destination marketing, the organisation has maintained a strong focus on long-term outcomes while continuing to deliver meaningful results for industry.

A defining achievement of the year was the launch of our new brand Bundaberg, Southern Great Barrier Reef supported by a refreshed corporate identity and new destination website. This significant investment represents much more than a marketing initiative. It establishes a clear and consistent destination positioning for the region, strengthens our ability to compete in an increasingly crowded tourism marketplace, and provides a platform to support destination marketing, industry development, investment attraction and community pride for years to come. The Board acknowledges the considerable effort of the team, industry and stakeholders who contributed to bringing this vision to life.

The Board remains committed to ensuring Bundaberg Tourism is governed with integrity, transparency, and strategic intent. Throughout the year, we continued to strengthen our governance framework, review key policies, and maintain sound financial stewardship. The presentation of our audited financial statements reflects the organisation's ongoing commitment to responsible financial management and long-term sustainability.

I would like to acknowledge and thank our funding partners, Bundaberg Regional Council, North Burnett Regional Council, and Tourism and Events Queensland, for their continued investment, confidence, and collaboration. Their support enables Bundaberg Tourism to deliver programs and initiatives that support industry growth and strengthen the region's reputation as a destination of choice.

This year also marks an important leadership transition for the organisation. On behalf of the Board, I extend our sincere gratitude to outgoing Chief Executive Officer Katherine Reid for her more than a decade of service to Bundaberg Tourism. Katherine has made a significant contribution to the growth of the organisation, the development of the visitor economy, and the strengthening of partnerships across the region.

Finally, I thank my fellow Directors for their commitment and stewardship, our members for their continued support, and the Bundaberg Tourism team for their passion, professionalism, and dedication.

Together, we continue to build a destination that not only attracts visitors but creates lasting value for our communities, businesses, and future generations.



Daniel Reeves
Chair

OUR BOARD

Bundaberg Tourism is guided by an elected Board of Directors who bring a diverse mix of industry experience, regional insight and strategic leadership to the organisation. Serving on a voluntary basis, Directors meet regularly to provide governance oversight, set strategic direction and support the organisation's long-term role in growing a strong, sustainable visitor economy for the Bundaberg and North Burnett regions. Director positions operate on a two-year rotation, with nominee positions voted on at each Annual General Meeting.



Daniel Reeves

Chair

First Nations Bailai,
Gurang, Gooreng Gooreng,
Taribelang Bunda Peoples
Aboriginal Corporation



Tina McPherson

Deputy Chair

Tinaberries



Warrick Wright

Treasurer

*Chair, Finance, Risk
+ Audit Committee*

Inn Style Mensland



Joey Caruana

Director

(elected at October 2025 AGM)

The Windmill
Café Barga



Steve Caville

Director

*(joined Board to fill casual
vacancy from September 2025)*

Bundaberg Brewed Drinks



Brooke Kimberley

Director

(elected at October 2025 AGM)

Monsoon Aquatics



Jen Cameron

Director

(elected at October 2025 AGM)

Water St Kitchen



Cr Steve Cooper

Director

*(Appointed as
BRC Representative)*

Bundaberg
Regional Council



Cr Melinda Jones

Director

*(Appointed as
NBRC Representative)*

North Burnett
Regional Council



John Mclean

Director

*(Ceased to be a member
of the Board August 2025)*

Bundaberg
Brewed Drinks



Duncan Littler

Director

*(Ceased to be a member of
the Board September 2025)*

Diageo Pty Ltd t/
as Bundaberg
Distilling Company

MESSAGE FROM THE CEO

FY26 has been a defining year for Bundaberg Tourism, one in which we deliberately repositioned our organisation and destination for the future.

When I joined Bundaberg North Burnett Tourism as Marketing Manager in May 2013, our focus was on growing awareness of a region that many Australians still drove through on their way to somewhere else. We knew the Southern Great Barrier Reef was special. We knew the strength of our natural assets, our reef, our turtles, our producers, our landscapes and our communities. The challenge was ensuring the rest of the world saw that potential too.

More than thirteen years later, the visitor economy tells a remarkable story. Total visitor expenditure has grown from approximately \$388 million in 2015 to more than \$702 million in 2025, with the region now welcoming around 1.5 million visitors annually and generating more than 3.2 million visitor nights each year. Those figures represent far more than tourism statistics. They represent local jobs, thriving businesses, investor confidence, stronger communities and countless people working together to create a destination visitors choose to experience and remember.

That progress has not happened by accident. It has been built through years of collaboration, investment, advocacy and a shared belief in the future of this region.

This year, we took one of the most significant steps in that journey with the launch of our new destination brand for Bundaberg, Southern Great Barrier Reef, our refreshed corporate identity, and a new destination website.

For me, these projects represent far more than a new logo or a new digital platform. They represent a deliberate decision to position Bundaberg for its next chapter. A chapter where we speak with confidence about who we are, what makes us different, and the future we want to create together.



Tourism is constantly evolving. Visitor expectations change. Technology changes (by the minute!). Markets change. We know that the destinations that succeed are those willing to look beyond today's opportunities, those that are willing to adapt, invest and plan ahead. Throughout FY26, our focus has been on exactly that: ensuring Bundaberg Tourism is not only delivering for industry today, but building the foundations required for the next decade of growth.

The Bundaberg, Southern Great Barrier Reef brand provides a platform not only for destination marketing, but for industry development, investment attraction, advocacy and destination stewardship. It gives our businesses, partners, community and visitors a shared story to rally behind, helping us present our region with greater confidence, consistency and impact.

The launch of the new website brings this to life digitally. Providing a contemporary, accessible and inspiring platform to connect visitors with the businesses, experiences and stories that make our region extraordinary. It is a destination asset that will continue to create value for industry, visitors and community for many years to come.

While destination marketing remains a core function of Bundaberg Tourism, our role extends far beyond attracting visitors. Throughout FY26, we continued to strengthen our focus on destination advocacy, investment attraction and long-term visitor economy growth.

Working closely with Bundaberg Regional Council, we progressed important advocacy and investment attraction activities, particularly around accommodation development and aviation attraction. As visitor demand continues to grow, ensuring the region has the capacity, investment and confidence to support that growth is critical.

A significant achievement during the year was also the renewal and strengthening of our key funding partnerships. A renewed 4 year partnership with Bundaberg Regional Council, a refreshed partnership with North Burnett Regional Council, and ongoing support from the Department of Environment, Tourism, Science and Innovation through Tourism and Events Queensland provides a strong platform for Bundaberg Tourism to continue delivering for the region. These partnerships reflect a shared belief in the value of tourism as a driver of economic prosperity, employment, community pride and regional vitality.

None of this would have been possible without the dedication of our team, the guidance of our Board, the support of our members, and the commitment of our funding and industry partners. Thank you for your trust, collaboration and belief in what our region can achieve.

To Team BT, thank you for your professionalism, creativity, resilience and unwavering commitment to our industry and community. To our Board of Directors, thank you for your stewardship and guidance. To our volunteers, members, operators, partners and stakeholders, thank you for your passion for this region and your willingness to work together to create something bigger than any one organisation could achieve on its own.

For me personally, this Annual Report represents the conclusion of a remarkable chapter. After more than thirteen years with Bundaberg Tourism, from joining Marketing Manager through to serving as Chief Executive Officer, I have had the privilege of witnessing this region evolve, grow and mature as a destination. Along the way, I have worked alongside extraordinary people who care deeply about our communities, our environment and the visitor economy that supports them.

What gives me the greatest confidence as I pass the baton to Duncan Littler, our new CEO, is knowing that Bundaberg Tourism enters its next chapter from a position of strength. We have a clear destination identity, strong partnerships, a renewed strategic focus and a shared vision for the future.

The foundations have been laid. The opportunities are significant. And the future for tourism in the Bundaberg and North Burnett region has never been brighter.



Katherine Reid
Chief Executive Officer

OUR TEAM

Team BT is powered by a dedicated group of staff and volunteer ambassadors who bring passion, professionalism and local pride to everything they do. Across the year, their work has supported our members, welcomed visitors, strengthened industry connections and helped share the stories of the Bundaberg and North Burnett regions with warmth, knowledge and care.

Staff members listed have been employed for the entire 2025/2026 financial year and to the date of this report, unless noted otherwise:



Katherine Reid

Chief Executive
Officer



Kylie Minett

Executive
Assistant



Loni Hammond

Industry and Trade
Development
Manager



Ellie Traynor

Brand and
Marketing Manager
(to 25th June 2026)



Calaine Hornbrook

Finance
Officer



Louisa Hyland

Visitor Services
and Industry
Engagement Officer



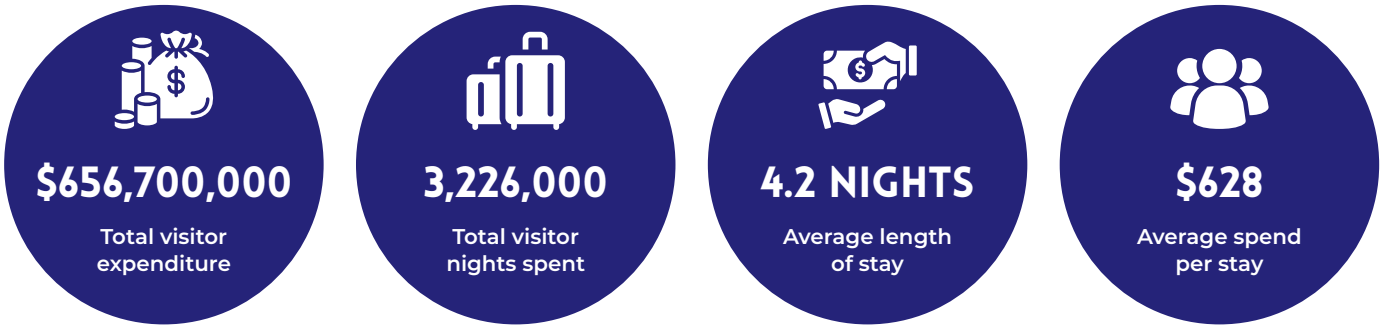
Connie Rixon

Marketing
Coordinator

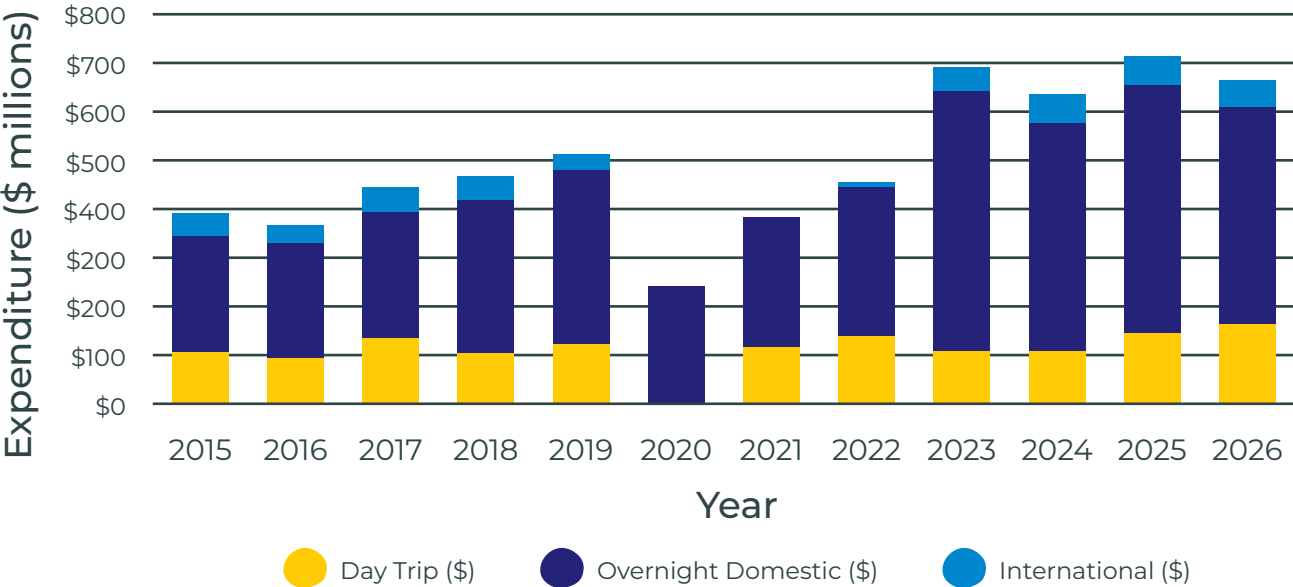




VISITOR ECONOMY



(Source: domestic and international visitor data is from Tourism Research Australia for YE June 2026)



DESTINATION EXPERIENCE AND INDUSTRY DEVELOPMENT



Bundaberg Tourism's members are investors in the future of our destination. Through their partnership, advocacy and participation, these businesses help strengthen the visitor economy and contribute to the collective success of the Bundaberg and North Burnett regions.



PLATINUM PARTNERS

- Bundaberg Rum Visitor Experience
- Bundaberg Brewed Drinks
- NRMA Parks & Resorts
 - Turtle Sands
 - Woodgate Beach Holiday Park
 - Agnes Water Holiday Park
- Macadamias Australia
- Bonnie Doone Beef
 - Rawbelle Living
 - The Rex
- Capers Restaurant
- Platinum Parks
 - Burnett Heads Holiday Park
 - Miara Holiday Park
- Bargara Cones and Coffee
- Cania Gorge Big4

BRONZE PARTNERS

- Amadine Lavender
- Bargara Berries
- Bundaberg Port Marina
- Bundy Belle River Cruises
- Budget Car & Truck Rental
- DGZ Chartered Accountants
- Hinkler Central
- Inn Style Mensland
- Lighthouse Hotel
- Manta Bargara
- Snakes Downunder Reptile Park and Zoo
- Tasman Venture
- Tayco Outdoor Advertising
- Grunske's by the River
- First National Real Estate Woodgate Beach
- Don Pancho by the Beach
- Kate Victoria Creative
- 384 North Brewery
- 1770 Larc! Tours
- RaptAir
- Farm to Vase
- Central Apartment Group - 1770 Lagoons
- Avis
- Just4Fun
- Packs n Pedals

VISITOR SERVICES

- AAOK Riverside Caravan Park
- Alexandra Apartments
- Alexandra Park Motor Inn
- Australian Sunset Safaris
- Bargara Gardens Motel and Holiday Villas
- Bundaberg Coaches
- Australian Sugar Cane Railway
- Fun Over Fifty
- Glenlodge Caravan Village
- Great Keppel Island Hideaway
- Koola Beach Apartments

- Lake Redbrook Holiday Retreat
- Mon Repos House
- Mundubbera Enterprise Association - Mundubbera Blueberry Festival
- Ocean Ridge Property

CORPORATE SUPPORTER

- PCCC Trust
- Wide Bay Kids
- The Agency
- Queensland Computers
- Strategic Business Co
- Catalyst Directions
- Bundaberg Chamber of Commerce (*reciprocal*)
- Bundaberg Fruit and Veg Growers (*reciprocal*)
- Regional Business HQ (*reciprocal*)

TOURISM SUPPORTER

- Bundaberg Canegrowers
- Jim's Cleaning Services
- Teena Mammino
- Trish Clowes Personal Travel Manager
- Agnes Water and 1770 Taxi and Shuttle Service

BUNDABERG REGIONAL COUNCIL PROPERTIES

- Alexandra Park, Playground and Zoo
- Fairymead House Sugar Museum
- Bundaberg Regional Art Gallery (BRAG)
- Childers Art Space (CHARTS)
- Elliott Heads Holiday Park
- Hinkler Hall of Aviation
- Moncrieff Entertainment Centre
- Moore Park Beach Holiday Park
- Multiplex Sports & Conference
- Norval Park Campground
- The Old Pharmacy, Childers
- Bundaberg Botanic Gardens
- Bundaberg Regional Airport

NORTH BURNETT REGIONAL COUNCIL PROPERTIES

- Reginal Murray Australian Bush Learning Centre

GOLD PARTNERS

- C Bargara Resort
- Taribelang Aboriginal Corporation
- The Windmill Café
 - The Garden Mill Café
 - The Beach Mill Cafe
- Lady Elliot Island and Eco Resort
- Discovery Parks – Bargara
- Travellers Group
 - Burnett Riverside Hotel
 - H2O Bar and Restaurant
- Monsoon Aquatics
- Lady Musgrave Experience
- SSS Strawberries
- Southern Cross Motel Group
 - Sugar Country Motor Inn
 - Takalvan Motel
 - Buddy Boy Kitchen

SILVER PARTNERS

- Absolute Oceanfront Tourist Park
- Bargara Golf Club
- Bundy Bowl & Leisure
- Cha Cha Chocolate
- Kellys Beach Resort
 - KBR Licensed Restaurant
- Nature Nurture Centre (Mystery Craters)
- One Little Farm
- The Farm Shed Fruit Stall
- Villa Mirasol Motor Inn
- Water Street Kitchen
- Splitters Farm
- The Point Resort
- Traveller's Rest 1770
- Tinaberries
- Bundaberg Motor Inn

Great destinations are built together

Every visitor experience is shaped by the people, businesses and communities that bring a destination to life. During FY26, Bundaberg Tourism continued to invest in visitor servicing, industry capability and community engagement, supported by funding from state and local government partners.

Across the Bundaberg Region, our visitor-services network connected volunteers, community organisations, tourism operators and digital information channels to help visitors explore with confidence. Volunteer ambassadors in Bundaberg, Childers and Gin Gin continued to provide welcoming, knowledgeable and authentic local support.

At the same time, Bundaberg Tourism strengthened the capability and connectivity of the visitor economy through industry networking, business support, quality assurance programs, tourism trade engagement, workforce initiatives and the Bundaberg Region Welcomes You ambassador program.

Together, these initiatives contribute to stronger visitor experiences, a more connected industry and a resilient tourism sector positioned for future growth.

FY26 delivered strong visitor-service outcomes, growth in industry engagement and ambassador participation, and continued progress in building industry capability across the region.

VISITOR SERVICES

This financial year, Bundaberg Tourism progressed the transition to a community-led visitor information services model, empowering local organisations and volunteers to take a greater role in welcoming visitors and showcasing their communities, while continuing to provide training, resources, oversight and regional coordination.



Volunteers ambassadors across Bundaberg, Childers and Gin Gin



training sessions delivered for ambassadors



Regional familiarisation training days



Volunteer hours delivered across the VICs



School holiday and event visitor information pop ups in the Bundaberg region



Total visitors services through the Bundaberg & Childers VOCs



GOOGLE REVIEW SATISFACTION RATINGS

While ratings shifted slightly year on year, all three Visitor Information Centres remained above the target of 4 stars or greater.



Visitor servicing remains valuable, but the way visitors seek information is changing. Our priority is to maintain a warm regional welcome while evolving service delivery across physical and digital channels.

VOLUNTEER AMBASSADORS

Our volunteer ambassadors play a vital role in maintaining the warm local welcome that sits at the heart of the Bundaberg region visitor experience. Whether greeting visitors through community-led Visitor Information Centres, sharing local knowledge at key touchpoints across the region, or helping strengthen a network of local ambassadors within the business community, their generosity and pride in place ensure visitors are met with the kind of authentic, personal welcome that makes our region memorable.

- Tara Bedford
- Danny Carswell
- Gary Chandler
- Trish Clowes
- Tammy Connell
- Sandra Cook
- Dan Cui
- Sue Evans
- Julie Fauser
- Craig Flemming
- Margaret Grieves
- Debbie Gray
- Monica Hardman
- Rob Harstedt
- Cheryl Hodgson
- Lisa Hriljac
- Julie Jackson
- Jenny Jensen
- Meryl Jess
- Brenda May
- Merle McDermid
- Victoria Poulier
- Carolyn Ralph
- Jason Rowland
- Kelly Shaw
- Margaret Smith
- Leonie Street
- Jenelle Stolberg
- Deb Tedge
- Moya Vanags-Lang
- Leisa Ward Candace Walsh
- Vicki Wilson
- Libby Griffiths
- Greg Hyland
- Jeanice Levez
- Judy O'Donoghue
- Dorothy Tollett
- Geena Volrath



INDUSTRY DEVELOPMENT

Building operator capability, product quality and market readiness



enrolled in the Welcomes You Program



graduates for the Welcomes You Program



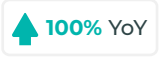
ATDW Bundaberg Region operator listings



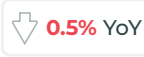
increase in North Burnett destination ATDW listings



1:1 industry engagement meetings



Best of Queensland Experiences



of total businesses assessed achieved Best of Queensland status

highest % achieved in Queensland – go #teambundaberg



pre-holiday industry sentiment surveys for booking and visitor intel, and reporting to local and state governments



Launched a brochure distribution service through satellite information stands and business partnerships – 38 locations engaged for brochure display and 10 businesses paying for distribution of brochures outside of the Visitor Information Centre network.



TOURISM & HOSPITALITY WORKFORCE DEVELOPMENT



7

BRC integrated
pathway events



4

tourism curriculum
presentations in
regional schools



2

Careers Expo events

TRADE DEVELOPMENT



24

trade-ready products

↑ 7.5% YoY



42

key distribution
partners hosted on
famils in region



4

destination training
webinars delivered
to key distribution
partners about the
destination and trade
ready products.



Operators also received direct trade development support from BT's Industry Development Manager, in the absence of funded mentoring programs, and sustainability, accessibility and responsible-tourism resources were incorporated into fortnightly industry communications.



Represented the destination and our trade ready product at 3 trade events during the year, engaging with over 60 domestic and international trade partners

- Australian Tourism Exchange
- ATEC Explore Southern Queensland Event
- Arival 360 Brisbane: Experience & Distribution Technology Event



Viva Holidays & Queensland Rail
Brochure Released in January
featuring Bundaberg Region product

BEST OF QUEENSLAND EXPERIENCES PROGRAM



This great result for Best of Queensland Experiences (BOQE) and the Destination Gross Review Index (GRI) score means Bundaberg operators are consistently delivering experiences that meet and exceed visitor expectations. And that’s critical - because great reviews don’t just bring return visitors, they drive powerful word of mouth and influence new bookings.

BUNDABERG REGION SCORES	2026	2025	2024	2023	2022	2021	2020
IDENTIFIED AS BOQE	58	61	54	50	59	55	32
GROSS REVIEW INDEX SCORE	91.7	89.95	89.3	88.26	87.39	87.86	90.02

NORTH BURNETT TOURISM ACTION GROUP

The North Burnett Tourism Action Group (NBTAG) was established in January 2026, to strengthen collaboration, advocacy and visitor economy development across the North Burnett. Convened by BT in partnership with North Burnett Regional Council (NBRC) and local industry representatives, the group provides a forum to identify regional priorities, share industry insights and coordinate initiatives that support tourism growth, as part of the Bundaberg Tourism region.

Through ongoing collaboration and partnership, NBTAG continues to strengthen tourism leadership across the North Burnett and support the delivery of initiatives that contribute to a resilient and sustainable visitor economy, providing a collective regional voice.

- 4 NBTAG meetings held
- 9 industry representatives participating
- Partnership with North Burnett Regional Council continued and strengthened

FIRST NATIONS TOURISM

FY26 saw continued collaboration with Traditional Custodians and the development of the Bundaberg Region First Nations Tourism Action Plan in partnership with GAPDL and FNBGGGTB, aiming to provide a framework for cultural tourism development, storytelling, visitor experiences and greater participation in the visitor economy.

DESTINATION BRAND AND MARKETING



A stronger story for Bundaberg

FY26 marked a significant milestone for the Bundaberg Region with the launch of a new destination brand, corporate identity, consumer and destination events websites. Together, these initiatives created a stronger and more consistent platform to inspire visitors, support industry and build pride in place.

The new **Bundaberg, Southern Great Barrier Reef** brand reflects the experiences, landscapes, and communities that make the region distinctive. More than a visual identity, it provides a shared story that can be embraced by businesses, community, government, and visitors alike, strengthening the region's positioning in a competitive tourism market.

Throughout the year, the brand platform was supported by integrated destination marketing activity, including digital campaigns, content development, public relations, drive-market initiatives and partnerships with state and national tourism organisations. This work connected millions of potential travellers with the experiences and businesses that make the Bundaberg Region worth discovering.

Alongside the brand launch, Bundaberg Tourism expanded its digital ecosystem through a new consumer website, enhanced visitor-planning content and increased opportunities for industry exposure. Together, these initiatives helped grow awareness, strengthen visitor consideration, and generate valuable referrals for local tourism operators.

DESTINATION CHANNELS



bundabergregion.org



Visit Bundaberg



@visitbundaberg

#visitbundaberg

#tastebundaberg

#visitnorthburnett

#southerngreatbarrierreef



DESTINATION BRAND AND MARKETING YEAR AT A GLANCE



social media reach

▲ 20% YoY



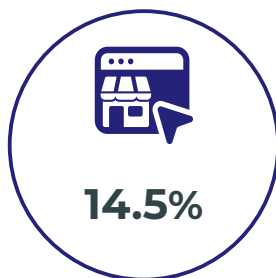
Engagements

▲ 2.5% YoY



Leads to operators

▼ 33.1% YoY



of leads to operators
from website traffic



website sessions

▼ 23.2%



website visitors

▼ 12.2%



2025 Taste Bundaberg
Festival campaign reach



Taste Bundaberg
Festival landing-
page views



active media coverage
articles recorded

Key learnings and website trends:

Website visitation and operator referrals declined year-on-year, reflecting broader shifts in consumer search behaviour, including the rapid adoption of AI-powered search. 2025/26 also marked the transition of Mon Repos Turtle Encounter ticket sales away from the Bundaberg Tourism website, also influencing website performance through a noticeable 50% decline in users during this period.

Despite these shifts in consumer behaviour and the removal of turtle encounter ticket sales, the website continued to play an important role in driving value for industry, generating more than 40,500+ referral opportunities to local tourism operators, representing 14.5% of website traffic and connecting prospective visitors directly with tourism businesses across the region.

DESTINATION CAMPAIGNS

LOCALS VISITING FRIENDS & RELATIVES CAMPAIGN

(August – September 2025)

The *Local Ambassador Program* targeted locals to play tour guide and showcase the region, by offering discounts and incentives to locals when they're bringing visiting friends & relatives.

16

local deals

540+

leads to operators



THAT HOLIDAY FEELING STARTS HERE CAMPAIGN

(May - July 2026)

BT supported tourism operators to leverage the Regional Rewards Program which formed part of TEQ's *That Holiday Feeling Starts Here* winter campaign, which offered consumers \$100 off eligible regional experiences booked through Experience Oz. BT helped operators improve bookability, align offers and maximise campaign exposure to drive real bookings and local spend via a targeted digital campaign.

10

operators involved

23

experience packages loaded

148,000+

Bundaberg Tourism campaign reach

7,400+

campaign clicks to ExperienceOz destination page

BT also secured two in-region famils in partnership with TEQ, strengthening Bundaberg's participation in the States winter campaign:

- Facilitated in-region media famil, resulting in coverage on *nine.com.au*
- Facilitated in-region creator famil, generating content across YouTube, TikTok and Meta
- Supported the Today show on location at Splitters Farm in partnership with TEQ

DESTINATION CAMPAIGNS

SUMMER CAMPAIGN

(January – February 2026)

Leveraging Turtle Season, the Summer Campaign targeted intended travellers during a key planning period to build consideration for Bundaberg, Southern Great Barrier Reef among key SEQ + 400km drive audiences. The campaign spotlighted turtles, uncrowded reef and coastal experiences, nostalgic escapes and pinch-me moments through mainland experiences to drive shoulder-season visitation and reinforce the region’s value proposition as an affordable, accessible Queensland escape.

144,000+

consumer impressions

70:1

ROI

68,000+

consumer reach

10,300+

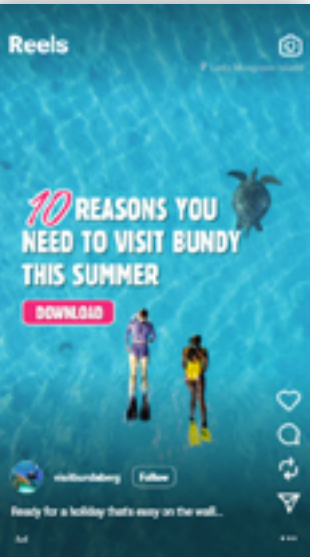
engagements

1,700+

landing page views

1,500+

leads to operators



TASTE BUNDABERG FESTIVAL

A targeted campaign delivered in partnership with BRC to drive brand awareness of Taste Bundaberg Festival, to increase awareness, visitation, expenditure, and length of stay. The campaign included in-kind activity and a social media campaign funded by the Queensland Destination Events Program fund (QDEP).

3,200,000+

consumer reach

571,000+

engagements

6,500+

hits on blog during campaign period

5,100,000+

consumer impressions

59,000+

landing page views

13,000+

campaign clicks

DESTINATION CAMPAIGNS

BRAND LAUNCH CAMPAIGN

(May - July 2026)

A campaign that moved people from awareness to action. The campaign delivered broad reach, strong visitor action and measurable pathways to local businesses.

Campaign KPIs were exceeded across multiple metrics:

- Impressions exceeded campaign benchmark by 151%
- Clicks exceeded KPI by +166%, indicating strong creative cut-through and audience relevance

8,400,000

consumer impressions across
campaign channels

344,000

engagements

1,350,000+

consumer reach

10,200+

leads to operators

120,000+

click throughs

190,000

campaign landing page views
during campaign period

22.8:1

potential return on investment –
exceeding benchmark of 3:1



DESTINATION CAMPAIGNS

EXPEDIA PARTNERSHIP CAMPAIGN

(April – May 2026)

A targeted recovery campaign designed to drive bookings into Bundaberg following the 2026 flood impacts. The campaign delivered strong conversion outcomes with bookings across Expedia Group accelerating by 8% during campaign and by 12% after the campaign.

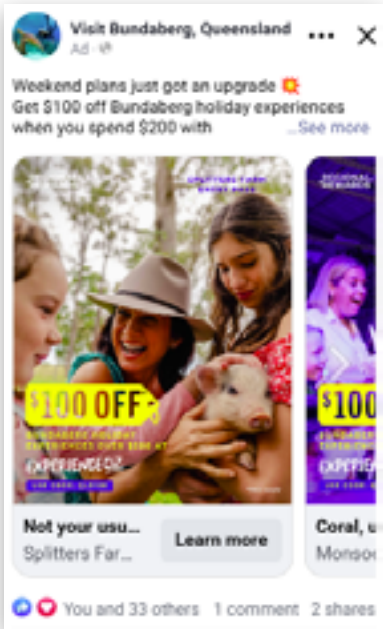
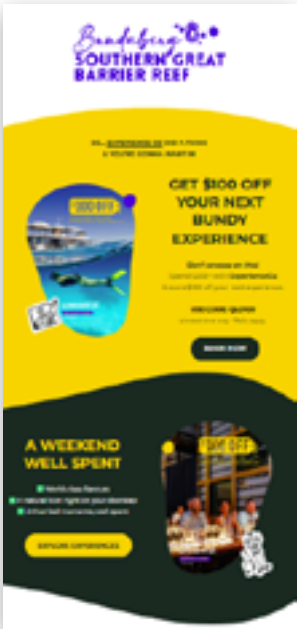
2,444,000
consumer impressions

3,024
bookings secured

138,000
consumer reach

26,000
campaign landing page views on Expedia

\$50,000
in tracked revenue through operators
contracted with Expedia

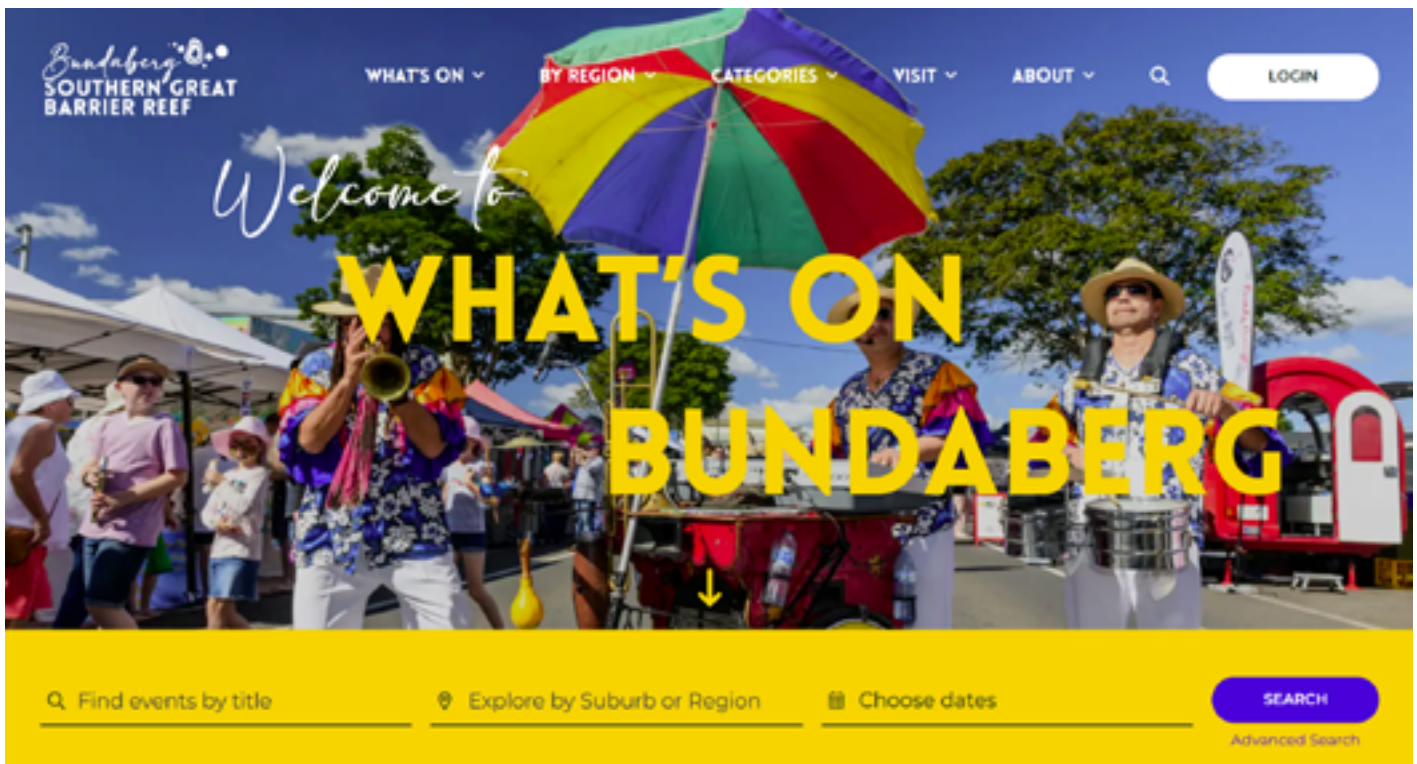


DESTINATION EVENT SUPPORT

The launch of the **What's On Bundaberg** platform addressed a longstanding gap in the region's visitor information ecosystem by providing a single, trusted source of events across the Bundaberg and North Burnett regions. As a dedicated events platform within the destination website, it supports not only visitor planning and event-driven visitation, but also community participation, social connection and economic activity

Early results demonstrate strong market uptake, with more than 1,300 visits and 1,600 event views recorded during the launch period. User engagement indicates strong demand for a centralised events resource and validates the platform's role in connecting residents and visitors with local events and experiences.

The successful launch has established a solid foundation for future growth, with continued opportunities to expand industry participation, event listings and audience reach across the region.



PUBLICITY

Earned media remains a cost-effective way to build destination awareness and strengthen the Bundaberg Region's reputation as a compelling place to visit. Through proactive storytelling and strategic media engagement, Bundaberg Tourism amplified the region's experiences, operators and distinctive stories — extending their reach, maintaining visibility and inspiring future visitation.

Throughout 2025/26, Bundaberg Tourism secured and supported a diverse mix of broadcast and editorial coverage. Highlights included exposure through Getaway and The Australian, alongside multiple destination features on Escape.com.au — demonstrating the value of strong media relationships in keeping the Bundaberg Region visible across influential travel channels



Advertising Value Equivalent
(AVE)



Broader Destination Articles



proactive articles

Key Media the Bundaberg Region has achieved coverage in:

- Getaway
- Sunrise
- Australian Geographic
- The Australian
- Traveller
- The Australian Women's Weekly
- Escape
- Starts at 60
- Holiday With Kids
- Australian Good Food Guide

A standout international result was a multi-page spread in South Korea's Travie magazine, the culmination of a joint photography expedition organized by Canon Korea and TEQ with support from Bundaberg Tourism and our operators. The campaign reached 1.1 million people and Bundaberg received a whopping 30% of the story.



STRATEGIC PARTNERSHIPS AND DESTINATION ADVOCACY



A strong regional voice

Tourism growth relies on more than marketing. It requires investment, infrastructure, collaboration and evidence-based advocacy to ensure the visitor economy is considered in the decisions that shape our region.

Throughout FY26, Bundaberg Tourism represented the interests of the visitor economy through engagement with all levels of government, regional development organisations, industry partners and community stakeholders. This work focused on strengthening destination competitiveness, securing long-term investment, supporting sustainable growth and positioning tourism as a key contributor to the region's economic future.

During the year, Bundaberg Tourism secured a new four-year Tourism Partnership Agreement with Bundaberg Regional Council, continued its partnership with North Burnett Regional Council, progressed the Draft Destination Management Plan 2026-2045, and contributed to state and national advocacy on issues including regional aviation, agritourism, nature-based tourism and destination infrastructure.

Alongside this external focus, the organisation continued to strengthen governance, risk management and performance systems to ensure strong leadership, accountability and long-term sustainability.



FY26 delivered a new four-year funding agreement, continued progress on long-term destination planning, targeted advocacy on regional priorities and strong governance outcomes.

STRATEGIC PARTNERSHIPS

BT supported tourism operators to leverage the Regional Rewards Program which formed part of TEQ's That Holiday Feeling Starts Here winter campaign, which offered consumers \$100 off eligible regional experiences booked through Experience Oz. BT helped operators improve bookability, align offers and maximise campaign exposure to drive real bookings and local spend via a targeted digital campaign.

- Four year Tourism Partnership Agreement secured with Bundaberg Regional Council
- One year Tourism Partnership Agreement secured with North Burnett Regional Council
- Ongoing proactive engagement with local, state and federal government partners.
- Three year Tourism Networking Funding and partnership secured with the Department of Environment, Tourism, Science and Innovation, administered through Tourism & Events Queensland.
- Active participation in Queensland Regional Tourism Network (QRTN) as one of the 13 Regional Tourism Organisations in Queensland.
- Committed member of the Queensland Tourism Industry Council for the benefit of the Bundaberg and North Burnett regions.
- Committed member of Ecotourism Australia
- Maintained a collaborative partnership with Gladstone (GAPDL) and Capricorn (CE) regional tourism organisations for the benefit of the industry.
- Establishment of the North Burnett Tourism Action Group to strengthen regional collaboration and visitor economy outcomes.
- Positive partnerships with the Bundaberg & District Chamber of Commerce and Childers Chamber of Commerce in support of business growth and visitor servicing.
- Ongoing collaboration with Traditional Custodians through the First Nations Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda People Aboriginal Development Corporation (FNBGGGTB) to support tourism development, cultural storytelling and reconciliation outcomes.





GOVERNANCE & BOARD STEWARDSHIP

- Draft Destination Management Plan 2026-2045 approved by the Board and shared with key stakeholders and funding partners for final input.
- 7 Board meetings held
- 9 Finance, Audit & Risk Committee meetings
- Risk Register review cycle undertaken
- Leadership transition planning and CEO succession
- Director evaluation and skills matrix completed.
- Bundaberg Region Ltd Constitution reviewed for the first time since 2018, with the updated constitution going to members for endorsement at the 2026 AGM.



TARGETED ADVOCACY

– LEGEND –



Federal Government



State Government



Local Government



Productivity Commission Inquiry: Determinants of Regional Airfares In partnership with Bundaberg Regional Council, BT provided a submission highlighting the impact of airfare affordability and aviation connectivity on regional tourism, business growth and community access. The submission advocated for policy settings that support greater airline competition, improved regional connectivity and increased accessibility for visitors travelling to the Bundaberg Region.



Contributed to the national conversation on regional economic development through a submission to the **Federal Government's inquiry into sustainable economic growth in rural and regional Australia**. The submission highlighted the visitor economy as a critical driver of regional prosperity, employment and business growth, while advocating for policies that support workforce attraction and retention, regional connectivity, tourism investment and destination development. The submission reinforced the importance of tourism as a key economic sector for the Bundaberg and North Burnett region and sought to ensure the needs and opportunities of regional destinations were considered in future government policy and investment decisions.



Seeking inclusion of Bundaberg postcode 4670 in the Working Holiday Maker visa tourism and hospitality eligibility program, highlighting workforce shortages and visitor economy impacts across the region.



Enhanced environmental protection for Lady Musgrave Lagoon: in partnership with industry, BT advocated for strengthened protection of the internationally significant Lady Musgrave Lagoon through enhanced Great Barrier Reef Marine Park Authority (GBRMPA) zoning and management measures. The briefing highlighted growing pressures from recreational fishing and spearfishing within the lagoon and advocated for a no-take protection overlay, similar to Special Management Areas already used elsewhere on the Great Barrier Reef. The proposal sought to safeguard the lagoon's ecological values, support sustainable nature-based tourism and ensure the long-term protection of one of the Southern Great Barrier Reef's most important visitor experiences.



Unlocking future visitor experiences at Mon Repos Turtle Centre: BT worked with stakeholders to advocate for enhanced visitor experience and commercial development opportunities at Mon Repos Turtle Centre. The briefing identified opportunities to leverage the site's international profile through new tourism experiences, stronger private-sector partnerships, improved visitor activation and greater year-round engagement. The objective is to maximise the economic and visitor benefits generated by one of Queensland's most iconic nature-based tourism assets while continuing to support world-leading turtle conservation outcomes.



Accelerating agritourism development across the Bundaberg Region, BT advocated for reforms and investment to support the growth of agritourism across the Bundaberg Region, recognising the sector's potential to diversify farm income, create new visitor experiences and strengthen the region's destination appeal. Advocacy focused on addressing planning and regulatory barriers, supporting product development and creating pathways for primary producers to participate more easily in the visitor economy.



BT championed the inclusion of tourism as a core economic pillar within the Bundaberg Region Economic Development Strategy (BREDS), advocating for targeted action on workforce attraction and retention, affordable housing, enabling infrastructure, agritourism opportunities and industry-led destination development. The submission reinforced the visitor economy's role in driving jobs, investment, business growth and community prosperity across the region.



Regional Aviation and Air Connectivity Advocacy. BT supported Bundaberg Regional Council to strengthen the case for expanded air connectivity into the region. Through detailed market analysis, route assessments and stakeholder presentations, the project explored opportunities for direct services from Sydney and Melbourne, alongside emerging opportunities from Newcastle, Mackay, Cairns and Townsville. Improved aviation access remains a critical enabler of visitor economy growth, investment attraction and regional competitiveness, with this work providing an evidence base for ongoing engagement with airlines and government partners.

OPERATIONS AND FINANCIAL OVERVIEW

Strong foundations for long-term impact

Bundaberg Tourism is committed to responsible financial management, effective governance and the transparent stewardship of public and industry investment.

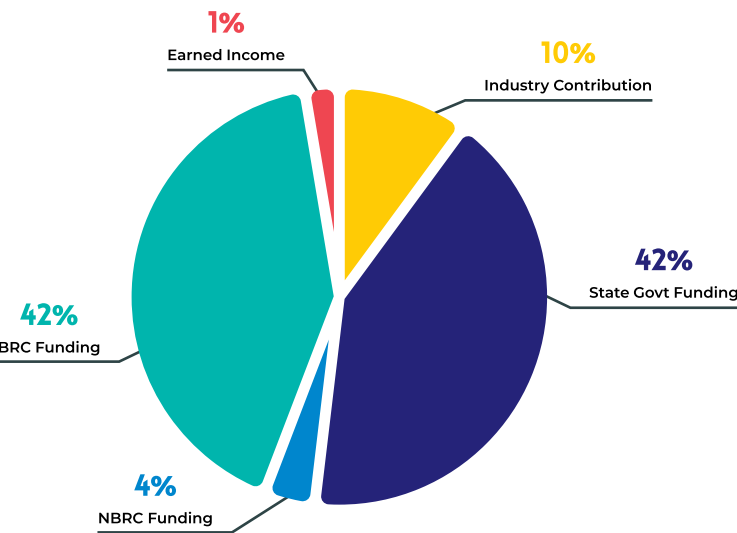
During FY26, the organisation continued to operate from a position of financial stability while delivering a significant program of work across destination marketing, industry development, visitor servicing and destination advocacy. Strategic investments during the year included the launch of the Bundaberg, Southern Great Barrier Reef destination brand, a new consumer website, industry capability initiatives and continued destination development activities across the Bundaberg and North Burnett regions.

This work was made possible through the ongoing support of our funding partners, members and industry stakeholders, whose investment helps strengthen the visitor economy and create long-term value for the region.

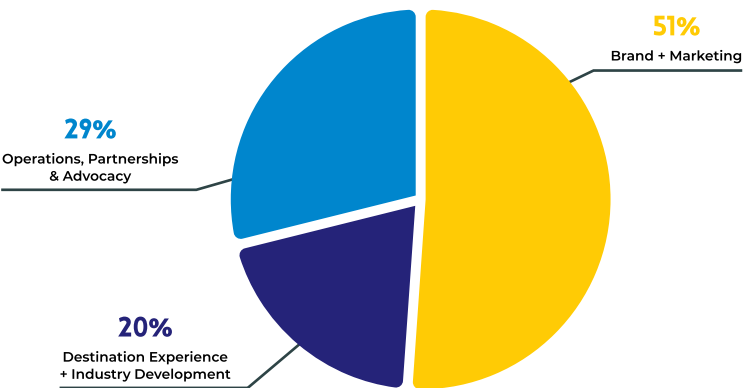
The following financial overview provides a snapshot of the organisation’s income, expenditure and financial position for FY26. Full audited financial statements are included in the pages that follow.

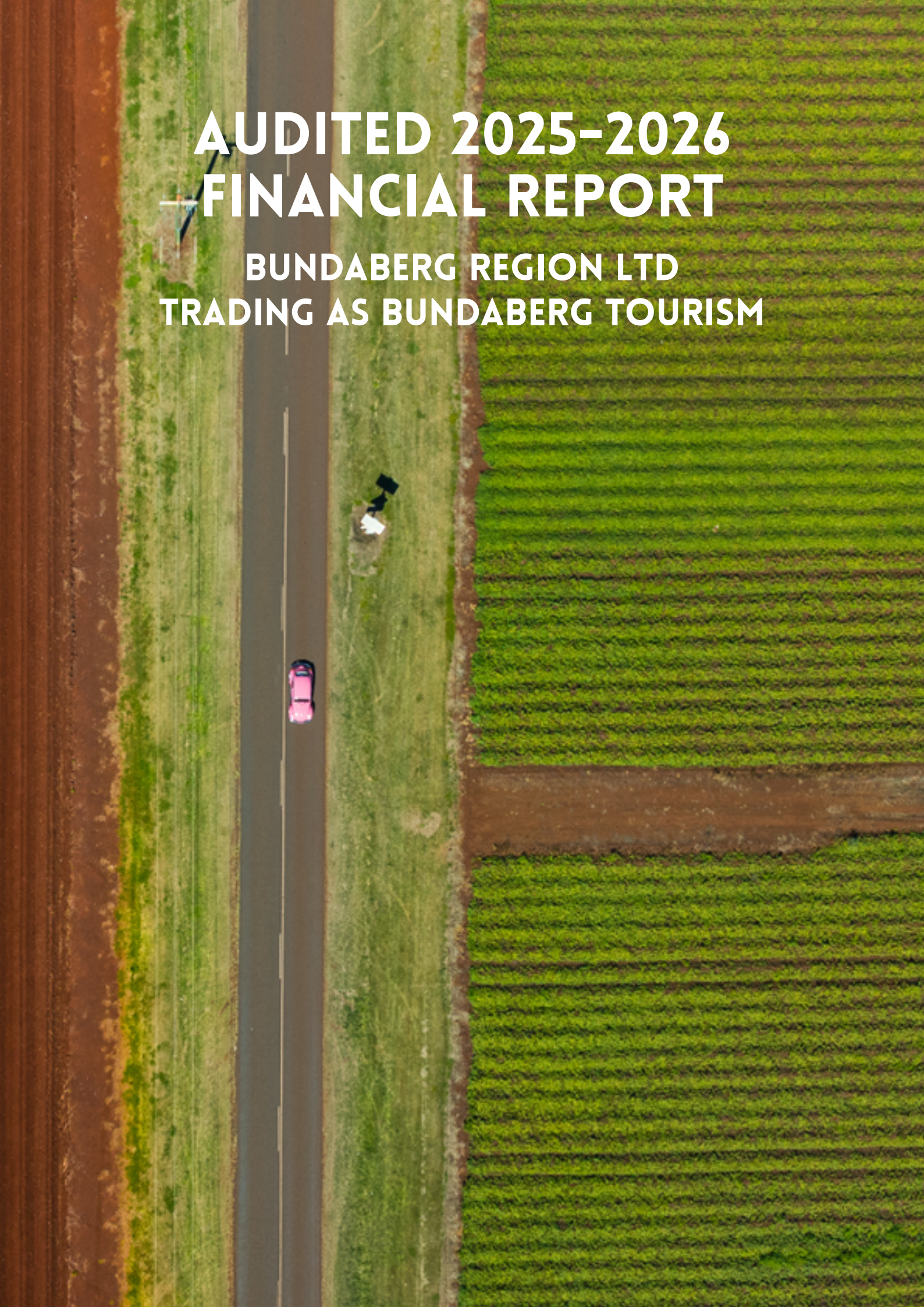
FY26 reflected continued investment in destination growth, strong financial stewardship and a commitment to delivering measurable outcomes for industry, community and government partners.

INCOME



EXPENDITURE



An aerial photograph of a rural landscape. A two-lane asphalt road runs vertically through the center. To the left of the road is a green grassy field, and to the right is a large, vibrant green agricultural field with distinct horizontal rows. A small pink car is visible on the road, and a small white building with a black roof is situated on the grassy area to the right of the road.

AUDITED 2025-2026 FINANCIAL REPORT

**BUNDABERG REGION LTD
TRADING AS BUNDABERG TOURISM**

BUNDABERG REGION LIMITED

**FINANCIAL REPORT
FOR THE YEAR ENDED
30 JUNE 2026**

Liability limited by scheme approved under
Professional Standards Legislation

Bundaberg Region Ltd

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The Board of Directors present this report on the entity for the financial year ended 30/6/2026.

Directors

Directors have been in office for the entire 2025/2026 financial year and to the date of this report, unless noted otherwise:

Daniel Reeves

Chair

Committees: Finance, Audit & Risk

*First Nations Bailai, Gurang, Gooreng
Gooreng, Taribelang Bunda Peoples
Aboriginal Corporation*

Tina McPherson

Deputy Chair

Committees: Finance, Audit & Risk

Tinaberries

Warrick Wright

Treasurer

Committees: Finance, Audit & Risk

Inn Style Mensland

Jen Cameron

Director (elected at October 2025 AGM)

Water St Kitchen

Joey Caruana

Director (elected at October 2025 AGM)

The Windmill Café Bargara

Steve Caville

Director (joined Board to fill casual vacancy
from September 2025)

Committees: Finance, Audit & Risk

Bundaberg Brewed Drinks

Brooke Kimberley

Director (elected at October 2025 AGM)

Monsoon Aquatics

Cr Steve Cooper

**Director (Appointed as BRC
Representative)**

Bundaberg Regional Council

Cr Melinda Jones

**Director (Appointed as NBRC
Representative)**

North Burnett Regional Council

John McLean

Director (ceased to be a member of the
Board August 2025)

Bundaberg Brewed Drinks

Duncan Littler

Director (ceased to be a member of the
Board September 2025)

*Diageo Pty Ltd t/as Bundaberg Distilling
Company*

Strategies, Activities and Objectives

Established in 1971, Bundaberg Tourism (the Entity) is one of thirteen Regional Tourism Organisations recognised by Tourism and Events Queensland.

Bundaberg Tourism's purpose is to grow the visitor economy across the Bundaberg and North Burnett regions through destination marketing, visitor servicing, industry development, destination advocacy and strategic partnership delivery.

The principal activities and objectives of the Entity during the financial year, in accordance with the approved FY2025/26 Business Plan, were:

1. Destination Brand & Marketing
2. Destination Experience & Industry Development
3. Visitor Information Services
4. Strategic Partnerships & Destination Advocacy
5. Organisational Excellence and Governance

Key strategic initiatives undertaken during the year included the development and launch of a new destination brand, introduction of a new corporate brand, launch of a new destination website, delivery of destination marketing campaigns, visitor servicing, industry capability development programs, destination management planning, and advocacy to support long-term visitor economy growth and investment attraction.

No significant changes occurred in the nature of the Entity's activities during the financial year.

Key Performance Measures

The entity measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the Directors to assess the financial sustainability of the entity and whether the entity's objectives are being achieved. Key performance indicators are also reported and audited as part of local and state government funding requirements and used for benchmarking with Queensland's Regional Tourism Organisations in the Annual Aspire Report. These performance measures are included throughout the publicly available FY26 Annual Report.

Directors Meetings

Board of Directors Meetings held in 2025/2026: 7

Director	2025			2026				Eligible to attend	Attended
	July	Sep	Nov	Jan	Mar	May	June		
Daniel Reeves	1	0	1	1	1	1	1	7	6
Tina McPherson	1	1	1	0	1	1	1	7	6
Warrick Wright	1	1	1	0	1	1	1	7	6
Jen Cameron	0	1	1	1	1	1	1	7	6
Joey Caruana			1	1	1	0	1	5	4
Steve Caville			1	1	1	1	1	6	5

Cr Steve Cooper	1	1	0	1	1	1	1	7	6
John McLean	1	0						2	1
Cr Melinda Jones	1	1	1	0	1	1	1	7	6
Brooke Kimberley			1	1	1	1	1	5	5
Duncan Littler	0							1	0
	6	6	8	6	9	8	9		

Finance, Audit & Risk Committee

	2025			2026						Eligible to attend	Attended
Director	8 July	3 Sep	11 Nov	16 Jan	24 Feb	6 Mar	19 Mar	21 April	25 May		
Daniel Reeves	0	1	0	0	1	0	1	1	1	9	5
Tina McPherson			1	1	1	1	1	1	1	7	7
Warrick Wright	1	0	1	1	0	1	0	0	1	9	5
John McLean	1	1								2	2
Steve Caville				1	1	1	1	1	1	6	6
	2	2	2	3	3	3	3	3	4		

Operating Results

The Entity recorded an operating deficit of \$117,136 for the financial year ended 30 June 2026.

The Board notes that this result was anticipated and aligned with the approved FY2025/26 budget, which forecast a deficit position to facilitate significant strategic investment in the development of a new destination brand, corporate brand and destination website.

These initiatives were identified as key priorities to ensure the organisation remains well positioned to respond to rapidly changing digital marketing and visitor engagement environments.

While the Entity operated at a deficit during the year, the Board is satisfied that the result reflects a deliberate investment in long-term organisational capability and destination competitiveness rather than an underlying deterioration in financial performance. The Board remains confident in the financial health of the Entity, which continues to maintain a strong equity position and sufficient reserves to support its ongoing operations and strategic objectives.

After Balance Date Events

Nil.

Members

Financial members of Bundaberg Region Limited to 30/6/26: **97**

Membership fee structure (ex GST):

Tourism Supporter	Silver
\$180	\$1,300
Corporate Supporter	Gold
\$480	\$2,750
Visitor Services	Platinum
\$550	\$6,200
Bronze	
\$900	

Staff

Staff members listed below have been employed for the entire 2025/2026 financial year and to the date of this report, **unless noted otherwise:**

Katherine Reid

Chief Executive Officer

Kylie Minett

Executive Assistant

Calaine Hornbrook

Finance Officer

Connie Rixon

Marketing Coordinator

Grace Boothman

Marketing Assistant

(to 14th July 2025)

Jon McPherson

Digital Officer

(to 10th July 2025)

Loni Hammond

Industry and Trade Development Manager

Louisa Hyland

Visitor Services & Industry Engagement Officer

Ellie Traynor

Brand & Marketing Manager

(to 25th June 2026)

Lexa Hardwick

Marketing Assistant

(18th August 2025 to 27th February 2026)

Greg Hyland

Holiday Experience Specialist

(to 20th December 2025)

Peta Badkin

Childers Holiday Experience Specialist

(to 13th July 2025)

Volunteer Ambassadors

38 volunteer ambassadors assisted across Bundaberg, Childers and Gin Gin Visitor Information Centres, delivering more than 3200 volunteer hours to providing a local welcome for the Bundaberg Region during the reporting period.

Review of Operations

A review of the operations of the entity indicated there were no significant changes in core grant funding.

Significant Changes in State of Affairs

No significant changes in the entity's state of affairs occurred during the financial year.

Environmental Issues

The entity's operations are not regulated by any significant environmental regulations under Commonwealth, State or Territory laws.

Indemnifying Officers or Auditor

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the entity.

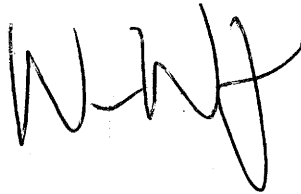
Proceedings on Behalf of the Entity

No person has applied for leave of Court to bring proceedings on behalf of the entity or intervene in any proceedings to which the entity is a party, for the purpose of taking responsibility on behalf of the entity, for all or any part of those proceedings. The entity was not a party to any such proceedings during the year.

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30/6/2026 has been received.

Signed in accordance with a resolution of the Board of Directors of Bundaberg Region Ltd.

A handwritten signature in black ink, appearing to read 'W. Wright', with a stylized, flowing script.

Treasurer, Warrick Wright
18th September, 2026

Bradley Grogan
B Bus(Acc) FCA

Scott Grogan
B Bus(Acc) CA SMSF Specialist

Jody Blake
B Com(Acc) CA

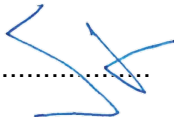
Paul Stewart
B Bus(Acc) Affiliate CAANZ

ABN: 20 741 591 824

Auditor's independence declaration to the directors of Bundaberg Region Ltd

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2026, there have been:

- no contraventions of the auditor independence requirements as set out in section 307C of the *Corporations Act 2001* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

B.V. 

Bradley Grogan

Partner

DGZ Chartered Accountants

24 Barolin Street, BUNDABERG QLD 4670

1 October 2026

Bundaberg Region Ltd

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2026

	Note	2026 \$	2025 \$
Revenue	5	1,387,624	1,948,587
Finance income	6	2,148	8,731
Administrative expenses		(13,400)	(12,800)
Cost of sales		(7,833)	(39,686)
Depreciation expenses		(8,400)	(20,761)
Employee benefit expenses		(790,238)	(886,402)
Marketing expenses		(425,924)	(278,174)
Occupancy costs		(3,654)	(34,362)
Other expenses	7	(203,376)	(224,208)
Program and industry expenses		(54,083)	(510,161)
Profit (loss) for the year		(117,136)	(49,236)
Total comprehensive income (loss) for the year		(117,136)	(49,236)

The accompanying notes form part of these financial statements.

Bundaberg Region Ltd

Statement of financial position

As at 30 June 2026

	Note	2026 \$	2025 \$
Assets			
Current assets			
Cash and cash equivalents	9	550,572	542,794
Trade and other receivables	10	15,309	166,899
Inventories	11	3,957	3,559
Other assets	12	16,760	22,307
Total current assets		586,598	735,559
Non-current assets			
Other assets	12	6,750	6,750
Property, plant and equipment	13	33,855	34,235
Right-of-use assets	16	52,327	78,490
Total non-current assets		92,932	119,475
Total assets		679,530	855,034
Liabilities			
Current liabilities			
Trade and other payables	14	120,053	151,700
Employee benefits	15	79,947	73,524
Lease liabilities	16	26,228	25,708
Total current liabilities		226,228	250,932
Non-current liabilities			
Employee benefits	15	25,135	30,448
Lease liabilities	16	26,614	52,842
Total non-current liabilities		51,749	83,290
Total liabilities		277,977	334,222
Net assets		401,553	520,812
Equity			
Retained earnings		360,267	479,526
Reserves	19	41,286	41,286
Total equity		401,553	520,812

The accompanying notes form part of these financial statements.

Bundaberg Region Ltd

Statement of changes in equity

For the year ended 30 June 2026

2025	Retained earnings \$	Revaluation surplus \$	Total equity \$
Opening balance	525,025	44,586	569,611
Profit (loss) for the year	(49,236)	-	(49,236)
Transfers to/(from)	3,300	(3,300)	-
Historical Balancing	437	-	437
Closing balance	479,526	41,286	520,812

2026	Retained earnings \$	Revaluation surplus \$	Total equity \$
Opening balance	479,526	41,286	520,812
Profit (loss) for the year	(117,136)	-	(117,136)
Historical Balancing	(2,123)	-	(2,123)
Closing balance	360,267	41,286	401,553

The accompanying notes form part of these financial statements.

Bundaberg Region Ltd

Statement of cash flows For the year ended 30 June 2026

	Note	2026 \$	2025 \$
Cash flows from operating activities:			
Receipt from grants		1,345,516	1,483,000
Receipts from customers and other receipts		162,747	298,457
Interest received		2,148	8,731
Payments to suppliers and employees		(1,466,157)	(1,843,092)
Interest paid		-	(317)
Lease payments for short-term & low value leases		(1,456)	(16,948)
Net cash flows from/(used in) operating activities	24	42,798	(70,169)
Cash flows from investing activities:			
Proceeds from sale of plant and equipment		-	1,750
Purchase of property, plant and equipment		(8,020)	(16,185)
Net cash provided by/(used in) investing activities		(8,020)	(14,435)
Cash flows from financing activities:			
Repayment of lease liabilities		(27,000)	(2,121)
Payment of lease bond		-	(6,750)
Net cash provided by/(used in) financing activities		(27,000)	(8,871)
Net increase/(decrease) in cash and cash equivalents		7,778	(93,475)
Cash and cash equivalents at beginning of year		542,794	636,269
Cash and cash equivalents at end of financial year	9	550,572	542,794

The accompanying notes form part of these financial statements.

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

1. Introduction

The financial report covers Bundaberg Region Ltd as an individual entity. Bundaberg Region Ltd is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia.

The functional and presentation currency of Bundaberg Region Ltd is Australian dollars.

The financial report was authorised for issue by the directors of the company at the date of signing of the Directors' Declaration.

Comparatives are consistent with prior years, unless otherwise stated.

The amounts presented in the financial statements have been rounded to the nearest dollar.

2. Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards and the *Corporations Act 2001*.

The financial statements are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Material accounting policy information is consistent with prior reporting periods unless otherwise stated.

3. Material accounting policy information

a. Income tax

The Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

b. Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

c. Impairment of non-financial assets

At the end of each reporting period the Company determines whether there is evidence of an impairment indicator for non-financial assets.

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

3. Material accounting policy information (continued)

c. Impairment of non-financial assets (continued)

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) is estimated.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

d. Financial instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

i. Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

Amortised cost

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

3. Material accounting policy information (continued)

d. Financial instruments (continued)

i. Financial assets (continued)

Fair value through other comprehensive income

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at FVTPL.

Net gains or losses, including any interest income are recognised in profit or loss.

Impairment of financial assets

When determining whether the credit risk of a financial assets has increased significant since initial recognition and when estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Company's historical experience and informed credit assessment and including forward looking information.

Where the simplified approach to expected credit loss (ECL) is not applied, the Company uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Company uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Company in full, without recourse to the Company to actions such as realising security (if any is held); or
- the financial assets is more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the Company in accordance with the contract and the cash flows expected to be received. This is applied using a probability weighted approach.

ii. Financial liabilities

The Company measures all financial liabilities initially at fair value less transaction costs.

The financial liabilities of the Company comprise trade payables and lease liabilities.

e. Economic Dependence

The Company is dependent on the State and Local Government for the majority of its revenue used to operate the business. At the date of this report, the Board of Directors has no reason to believe that they will not continue to support the Company.

3. Material accounting policy information (continued)

f. Adoption of new and revised accounting standards

The Company has adopted all standards which became effective for the first time at 30 June 2026, refer to the Change in accounting policy note, for details of the changes due to standards adopted.

g. New accounting standards and interpretations

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The Company has decided not to early adopt these Standards.

4. Critical accounting estimates and judgements

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

a. Key estimates - impairment of property, plant and equipment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions. As there are no indicators to suggest an impairment of plant and equipment, no value-in-use calculations have been prepared.

b. Key estimates - revenue recognition

When determining the nature, timing and amount of revenue to be recognised, the following critical estimates and judgements were applied and are considered to be those that have the most significant effect on revenue recognition.

Revenue from grants

To determine if a grant contract should be accounted for under AASB 15, the Company must determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Company has applied significant judgement in this regard by analysing the terms and conditions contained in the grant contract, review of accompanying documentation and holding discussions with relevant parties.

4. Critical accounting estimates and judgements (continued)

b. Key estimates - revenue recognition (continued)

Revenue from grants (continued)

Income recognition from grants received by the Company have been appropriately accounted for based on the assessment performed.

c. Key estimates - inventory

Each item on inventory is reviewed on an annual basis to determine whether it is being carried at higher than its net realisable value. At the reporting date, management have determined that no inventory requires to be written down based on best estimate of the net realisable value, although until the time that inventory is sold this is an estimate.

d. Key estimates - provisions

As described in the accounting policies, provisions are measured at management's best estimate of the expenditure required to settle the obligation at the end of the reporting period. These estimates are made taking into account a range of possible outcomes and will vary as further information is obtained.

e. Key estimates - property held at fair value

The property, plant and equipment were valued at 31 December 2018 by the Audit and Risk Committee, on behalf of the Directors. The valuation was based on the fair value less costs of disposal. The valuation resulted in a revaluation increment being recognised for the year ended 30 June 2019.

At 30 June 2026, the directors reviewed the key assumptions made by the Audit and Risk Committee at 31 December 2018. They have concluded that these assumptions remain materially unchanged, and are satisfied that they carrying amount does not exceed the recoverable amount of property, plan and equipment at 30 June 2026.

f. Key estimates - receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

Management have determined no receivables were considered uncollectible at the reporting date and therefore no provision has been made.

4. Critical accounting estimates and judgements (continued)

g. Key judgments - lease classification

A review of the minimum lease payments, lease term, other terms and conditions in these leases have caused some of the leases to be classified as operating leases and therefore there are no entries on the statement of financial position in relation to these assets or lease liability.

The lease for the Company's premises has been accounted for under AASB 16 accordingly.

5. Revenue and other income

a. Accounting policy

i. Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of control of promised goods or services to customers at an amount that reflects the consideration the Company expects to receive in exchange for those goods or services.

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

ii. Statement of financial position balances relating to revenue recognition

Contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or the before payment is due, the Company presents the contract as a contract asset, unless the Company's rights to that amount of consideration are unconditional, in which case the Company recognises a receivable.

When an amount of consideration is received from a customer prior to the entity transferring a good or service to the customer, the Company presents the contract as a contract liability.

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

5. Revenue and other income (continued)

a. Accounting policy (continued)

iii. Grant revenue

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

Grant income arising from non-enforceable contracts or those without sufficiently specific performance obligations is recognised on receipt unless it relates to capital grants which meet certain criteria.

iv. Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

v. Volunteer services

No amounts are included in the financial statements for services donated by volunteers.

b. Revenue from continuing operations

	2026	2025
	\$	\$
Revenue recognised on receipt (not enforceable or no sufficiently specific performance obligations - AASB 1058)		
Government revenue (including grants)	1,224,391	1,548,357
Other revenue from other sources	163,233	400,230
	1,387,624	1,948,587

c. Government grants and other assistance

	2026	2025
	\$	\$
State government	574,391	908,357
Local government	650,000	640,000
	1,224,391	1,548,357

6. Finance income and expenses

Finance income	2026	2025
	\$	\$
Interest income	2,148	8,731

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

7. Result for the year

Other expenses for the year includes the following expenses:

	2026	2025
	\$	\$
Lease expenses	29,986	21,268
Insurance	19,665	17,230
Motor vehicles expenses	1,338	15,208
Net loss on disposal of leasehold improvements	-	57,896
Other expenses	152,387	112,606
	203,376	224,208

8. Auditor's remuneration

	2026	2025
	\$	\$
Remuneration of the auditor of the Company, DGZ Chartered Accountants, for:		
Auditing or reviewing the financial statements	13,400	12,800

9. Cash and cash equivalents

a. Accounting policy

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

b. Cash and cash equivalent details

	2026	2025
	\$	\$
Cash at bank	550,455	541,507
Cash on hand	117	1,287
Total Cash and cash equivalents	550,572	542,794

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

9. Cash and cash equivalents (continued)

c. Reconciliation of cash

Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:

	2026	2025
	\$	\$
Cash and cash equivalents		
Cash at bank		
BOQ - Business Performance Saver	457,299	458,150
BOQ - Operating Account	30,551	26,132
BOQ - Booking & Sales	59,592	53,500
BOQ - Visa Debit Cards	3,013	3,725
Total Cash at bank	550,455	541,507
Cash on hand	117	1,287
Total Cash and cash equivalents	550,572	542,794
	550,572	542,794

10. Trade and other receivables

Current	2026	2025
	\$	\$
Trade receivables	11,647	165,449
Other trade and other receivables	3,662	1,450
	15,309	166,899

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

a. Impairment of receivables

The Company has determined that there are no expected credit losses and therefore have not made a loss provision.

The Company has not recognised a loss allowance against any receivables because historical experience has indicated that receivables are generally fully recoverable.

b. Collateral held as security

The Company does not hold any collateral over any receivables balances.

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

11. Inventories

a. Accounting policy

Inventories are measured at the lower of cost and net realisable value.

Inventories acquired at no cost, or for nominal consideration are valued at the current replacement cost as at the date of acquisition, which is the deemed cost.

b. Inventory details

Current	2026	2025
	\$	\$
At cost		
Stock on Hand - Childers	3,957	3,559
Total At cost	3,957	3,559

12. Other assets

Current	2026	2025
	\$	\$
Other assets		
Prepayments	16,760	22,215
Consignment Goods Sales	-	92
	16,760	22,307

Non-current	2026	2025
	\$	\$
Other assets		
Rent - Bond	6,750	6,750
	6,750	6,750

13. Property, plant and equipment

a. Accounting policy

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment.

i. Land and buildings

Land and buildings are measured using the revaluation model.

ii. Plant and equipment

Plant and equipment are measured using the revaluation model.

13. Property, plant and equipment (continued)

a. Accounting policy (continued)

iii. Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a reducing balance basis over the asset's useful life to the Company, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation Rate
Buildings - leasehold improvements	16.67%
Plant and equipment	16.67% - 100%
Motor vehicles	12.50%

When an asset is disposed, the gain or loss is calculated by comparing proceeds received with its carrying amount and is taken to profit or loss.

b. Property, plant and equipment details

Summary	2026 \$	2025 \$
Buildings - Leasehold improvements	5,313	6,642
Plant and equipment	14,726	11,803
Motor vehicles	13,816	15,790
	33,855	34,235

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

13. Property, plant and equipment (continued)

b. Property, plant and equipment details (continued)

2025	Buildings - Leasehold improvement: \$	Plant and equipment \$	Motor vehicles \$	Total \$
Opening balance	55,526	24,884	18,046	98,456
Additions	6,708	9,477	-	16,185
Disposals	(46,270)	(13,375)	-	(59,645)
Depreciation	(9,322)	(9,183)	(2,256)	(20,761)
Closing balance	6,642	11,803	15,790	34,235
As at 30 June 2025				
At cost	6,708	30,380	26,937	64,025
Accumulated depreciation	(66)	(18,577)	(11,147)	(29,790)
	6,642	11,803	15,790	34,235
2026	Buildings - Leasehold improvement: \$	Plant and equipment \$	Motor vehicles \$	Total \$
Opening balance	6,642	11,803	15,790	34,235
Additions	-	8,020	-	8,020
Depreciation	(1,329)	(5,097)	(1,974)	(8,400)
Closing balance	5,313	14,726	13,816	33,855
As at 30 June 2026				
At cost	6,708	38,400	26,937	72,045
Accumulated depreciation	(1,395)	(23,674)	(13,121)	(38,190)
	5,313	14,726	13,816	33,855

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

14. Trade and other payables

Current	2026 \$	2025 \$
Trade payables	12,987	20,372
GST payable	1,255	13,263
PAYG Payable	27,561	24,102
Wages Payable - Payroll	6,340	-
Gift Vouchers Outstanding	74	209
Superannuation Payable	-	10,148
Membership in Advance	68,913	42,463
Unexpended Grant Funds	2,923	41,143
Total Trade and other payables	120,053	151,700

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

a. Financial liabilities at amortised cost classified as accounts payable and other payables

	Note	2026 \$	2025 \$
Trade and other payables		120,053	151,700
Less: GST payable (net amount)		(1,255)	(13,263)
Financial liabilities as accounts and other payables	17	118,798	138,437

15. Employee benefits

a. Accounting policy

Provision is made for the Company's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the current value. Changes in the measurement of the liability are recognised in profit or loss.

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

15. Employee benefits (continued)

b. Employee benefit details

Current	2026 \$	2025 \$
Long service leave	34,693	26,376
Annual leave	45,254	47,148
	79,947	73,524

Non-current	2026 \$	2025 \$
Long service leave	25,135	30,448

16. Leases

a. Accounting policy

At inception of a contract, the Company assesses whether a lease exists.

i. Lessee accounting

The non-lease components included in the lease agreement have been separated and are recognised as an expense as incurred.

At the lease commencement, the Company recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Company believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model, depreciated over the lease term on a straight-line basis.

Exceptions to lease accounting

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

b. Company as a lessee

The Company has a current lease for corporate office spaces.

i. Terms and conditions of leases

The lease has a one year term expiring June 2026, with two, one year options to renew.

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

16. Leases (continued)

b. Company as a lessee (continued)

ii. Right-of-use assets

2025	Buildings \$	Total \$
Additions	80,670	80,670
Depreciation charge	(2,180)	(2,180)
Closing balance	78,490	78,490

2026	Buildings \$	Total \$
Opening balance	78,490	78,490
Depreciation charge	(26,163)	(26,163)
Closing balance	52,327	52,327

iii. Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	2026 \$
< 1 year	27,000
1 - 5 years	27,000
Total undiscounted lease liabilities	54,000

Lease liabilities included in the statement of financial position	52,842
---	--------

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

16. Leases (continued)

b. Company as a lessee (continued)

iv. Statement of profit or loss and other comprehensive income

The amounts recognised in the statement of profit or loss and other comprehensive income relating to leases where the Company is a lessee are shown below:

	2026	2025
	\$	\$
Interest expense on lease liabilities	(1,291)	(448)
Expenses relating to short term leases	(1,456)	(16,948)
Expenses relating to leases of low value assets	(1,076)	(1,692)
Depreciation of right-of-use assets	(26,163)	(2,180)
	(29,986)	(21,268)

v. Statement of cash flows

	2026	2025
	\$	\$
Total cash outflow for leases	27,000	2,121

17. Financial risk management

The Company is exposed to a variety of financial risks through its use of financial instruments.

The Company's overall risk management plan seeks to minimise potential adverse effects due to the unpredictability of financial markets.

The most significant financial risks to which the Company is exposed to are:

Specific risks

- Liquidity risk
- Credit risk
- Market risk

Financial instruments used

The principal categories of financial instruments used by the Company are:

- Trade receivables
- Cash at bank
- Trade and other payables
- Lease liabilities

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

17. Financial risk management (continued)

Financial assets	Note	2026 \$	2025 \$
Held at amortised cost			
Cash and cash equivalents	9	550,572	542,794
Trade and other receivables	10	15,309	166,899
		565,881	709,693
Financial liabilities	Note	2026 \$	2025 \$
Financial liabilities measured at amortised cost			
Accounts payable and other payables (less GST)	14	118,798	138,437
Lease liabilities	16	52,327	78,490
Total		171,125	216,927

a. Objectives, policies and processes

The Board of Directors has overall responsibility for the establishment of the Company's financial risk management framework. This includes the development of policies covering specific areas such as liquidity risk and credit risk.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities.

The day-to-day risk management is carried out by the Company's finance function under policies and objectives which have been approved by the Board of Directors. Management has been delegated the authority for designing and implementing processes that follow the objectives and policies. This includes monitoring the levels of exposure to interest rate risk and assessment of market forecasts for interest rate movements.

The Board of Directors receives monthly reports which provide details of the effectiveness of the processes and policies in place.

Mitigation strategies for specific risks faced are described below:

b. Liquidity risk

Liquidity risk arises from the Company's management of working capital and the finance charges and principal repayments on its debt instruments. It is the risk that the Company will encounter difficulty in meeting its financial obligations as they fall due.

The Company's policy is to ensure that it will always have sufficient cash to allow it to meet its liabilities as and when they fall due. The Company maintains cash to meet its liquidity requirements.

17. Financial risk management (continued)

b. Liquidity risk (continued)

The Company manages its liquidity needs by carefully monitoring scheduled debt servicing payments for long-term financial liabilities as well as cash-outflows due in day-to-day business.

Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well a rolling 30-day projection. Long-term liquidity needs for a 180-day and a 360-day period are identified monthly.

At the reporting date, these reports indicate that the Company expected to have sufficient liquid resources to meet its obligations under all reasonably expected circumstances and will not need to draw down any of the financing facilities.

The timing of cash flows presented in the table to settle financial liabilities reflects the earliest contractual settlement dates and does not reflect management's expectations that banking facilities will be rolled forward. The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

c. Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Company.

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, as well as credit exposure to wholesale and retail customers, including outstanding receivables and committed transactions.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

d. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

18. Key management personnel remuneration

The remuneration paid to key management personnel of Bundaberg Region Ltd during the year is as follows:

	2026	2025
Directors	Nil	Nil

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

19. Reserves

	2026	2025
	\$	\$
Revaluation surplus	41,286	41,286

a. Revaluation surplus

The asset revaluation reserve records fair value movements on property, plant and equipment and intangible assets held under the revaluation model.

20. Members' guarantee

The Company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the Company. At 30 June 2026 the number of members was 97 (2025: 97).

21. Fair value measurement

The Company measures the following assets and liabilities at fair value on a recurring basis:

- Property, plant and equipment
 - Buildings
 - Plant and equipment
 - Motor vehicles

The entity does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities on a non-recurring basis.

a. Fair value hierarchy

AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

- | | |
|---------|--|
| Level 1 | Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date. |
| Level 2 | Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. |
| Level 3 | Unobservable inputs for the asset or liability. |

21. Fair value measurement (continued)

a. Fair value hierarchy (continued)

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the entity gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

At last revaluation the fair value of Property, Plant and Equipment was determined by a Directors revaluation under advice received from the Audit and Risk Committee. At the end of each intervening period, the directors review the valuation and, when appropriate, update the fair value measurement to reflect current market conditions using a range of valuation techniques, including recent observable market data and discounted cash flow methodologies.

There were no changes during the period in the valuation techniques used by the entity to determine fair values.

i. Transfers between levels of the hierarchy

There were no transfers between levels of the fair value hierarchy.

ii. Highest and best use

The current use of each asset measured at fair value is considered to be its highest and best use.

22. Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 2026 (2025: None).

23. Related parties

a. The Company's main related parties are as follows:

Key management personnel - refer to Note 18.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

b. Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

23. Related parties (continued)

b. Transactions with related parties (continued)

Details of related party transactions that occurred during the year are:

Director	Business	Details
Daniel Reeves	PCCC Trust	Business purchased BT membership.
Tina McPherson	Tinaberries	Business purchased BT membership & advertising.
Warrick Wright	Inn Style Mensland	Business purchased BT membership;
Jen Cameron	Water Street Kitchen	Business purchased BT membership; entertainment, meetings & famils for trade guests.
Joey Caurana	The Mill Group	Business purchased BT membership; entertainment, meetings & famils for trade guests.
John McLean	Bundaberg Brewed Drinks	Business purchased BT membership as Platinum partner; BT is a distributor of Barrel tour tickets and drink products through the VICs. BBD purchases co-operative marketing packages. BT Pay rental through formal lease.
Steve Caville	Bundaberg Brewed Drinks	As Above
Brooke Kimberley	Monsoon Aquatics	Business purchased BT membership, tickets and advertising.
Steve Cooper	Councillor with Bundaberg Regional Council	Bundaberg Regional Council is a funding partner
Duncan Littler	Bundaberg Distilling Company – Diageo Australia	Business purchased BT membership as Platinum partner; Sell tickets for Rum experience through VIC and website. BDC purchases co-operative marketing packages.
Melinda Jones	Councillor - North Burnett Regional Council	Council purchased BT Membership. Marketing and development activities.

24. Cash flow information

Reconciliation of net income to net cash provided by operating activities:

	2026 \$	2025 \$
Loss for the year	(117,136)	(49,236)
Add / (less) non-cash items:	33,902	81,274
Changes in assets and liabilities:		
(increase) / decrease in receivables	151,590	(116,155)
(increase) / decrease in inventories	(398)	3,762
(increase) / decrease in other assets	5,547	51,798
increase / (decrease) in payables	(31,647)	(46,811)
increase / (decrease) in employee benefits	1,110	5,199
Cash flows from operations	42,968	(70,169)

Bundaberg Region Ltd

Notes to the financial statements

For the year ended 30 June 2026

25. Events occurring after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

26. Statutory information

The registered office and principal place of business of the Company is:

Bundaberg Region Ltd
147 Bargara Road
BUNDABERG QLD Australia
4670

Bundaberg Region Ltd

Directors' declaration

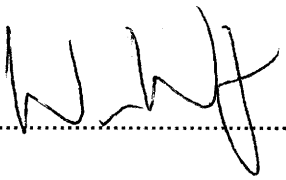
In the directors opinion:

1. the financial statements and notes for the year ended 30 June 2026 are in accordance with the *Corporations Act 2001* and:

- comply with Australian Accounting Standards; and
- give a true and fair view of the financial position as at 30 June 2026 and of the performance for the year ended on that date of the Company.

2. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable with the continuing support of creditors.

This declaration is made in accordance with a resolution of the Board of Directors.

Signed:.....

Director

Dated: 18 September 2026

2026 INDEPENDENT AUDITOR'S REPORT



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To the members of BUNDABERG REGION LTD

Opinion

We have audited the financial report of Bundaberg Region Ltd (the Company), which comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of Bundaberg Region Ltd, is in accordance with the *Corporations Act 2001*, including:

- a) giving a true and fair view of the company's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2026, does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the

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B Bus(Acc) FCA

Scott Grogan
B Bus(Acc) CA SMSF Specialist

Jody Blake
B Com(Acc) CA

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going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

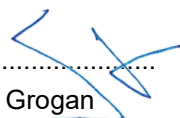
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DGZ

Chartered Accountants

B.V. 
Bradley V Grogan
Partner

1 October 2026

24 Barolin Street
BUNDABERG QLD 4670

LOOKING AHEAD

Throughout 2025/26 Bundaberg Tourism worked with industry, government, community stakeholders and Traditional Custodians to develop the draft Destination Management Plan 2026-2045. The plan provides a long-term roadmap for the future of the visitor economy, identifying the opportunities, priorities and partnerships required to ensure tourism continues to create value for our region while protecting the places, people and experiences that make it special. The framework below provides a snapshot of the Plan’s vision and strategic direction as we look towards 2045.

Vision	To be where the Great Barrier Reef begins its story, connected coast, country and community through extraordinary sustainable experiences that enrich people				
Guiding Principals	Place First	Community Value		Experience Over Volume	Lead Together
	Growth shaped by capacity, culture and care for place.	Tourism must add value to local life		Value, yield and meaningful connection over numbers	Partnership, shared accountability and collective impact.
Strategic Pillars	CONNECTED PLACES & VISITOR-READY INFRASTRUCTURE	A STORY WE SHARE (BRAND, DEMAND & PRIDE)	SIGNATURE EXPERIENCES THAT FEEL LIKE HERE	PEOPLE POWERING THE VISITOR ECONOMY	REGENERATE WHAT MAKES US SPECIAL
	LEADING TOGETHER (PARTNERSHIP & ADVOCACY)				
Outcomes	A connected and accessible destination	A growing, high-value visitor economy	A diverse and compelling experience offering	A strong, engaged and capable industry and community	A sustainable and regenerative destination
					Strong leadership, partnership and delivery

Extract from the 2026-2045 Destination Management Plan





THANK YOU

Tourism is a team effort. Bundaberg Tourism thanks our members, volunteers, industry operators, funding partners, Board, Traditional Custodians and community stakeholders for helping create a stronger visitor economy and a destination we can all be proud of.

[#teambundaberg](#)

